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CIA CAREER COUNCIL

18th Meeting

9 February 1956

Room 115, Administration Building

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CIA CAREER COUNCIL

18th Meeting

9 February 1956

Room 115, Administration Building

Present

Lyman B. Kirkpatrick  
Inspector General  
Acting Chairman

[Redacted]  
Chief, Administrative Staff, OC  
Alternate for Director of Communications, Member

25X1

Richard Helms  
Chief of Operations, DD/P  
Alternate for DD/P, Member

[Redacted]  
Assistant to the DD/I (Admin)  
Alternate for DD/I, Member

25X1

[Redacted]  
Acting Director of Training  
Alternate for Director of Training, Member

25X1

[Redacted]  
Acting Director of Personnel  
Alternate for Director of Personnel, Member

25X1

Lawrence K. White  
Deputy Director (Support)  
Member

25X1A9A

[Redacted]  
Executive Secretary

[Redacted]  
Reporter

25X1

\* Member, ad hoc committee,  
Foreign Language Development Program

Guests

25X1

[Redacted]	OTR, Chairman, ad hoc committee, Foreign Language Development Program					
	Consultant,	"	"	"	"	"
	Consultant,	"	"	"	"	"
	Member,	"	"	"	"	"
	DD/S Member,	"	"	"	"	"
	OTR					

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. . . . The 18th meeting of the CIA Career Council convened at 4:00 p.m., Thursday, 9 February 1956, in Room 115 Administration Building, with Mr. Lyman B. Kirkpatrick presiding . . . .

MR. KIRKPATRICK: The meeting will come to order.

The first item on the agenda is the minutes of the 17th meeting. Any corrections or changes? ✓

MR. HELMS: I have one question, and since I was not present at the last meeting this question may be out of place, but in paragraph 2 it states there was a discussion about a Reduction in Force Register. Do the DD/I, DD/P and DD/S personnel all compete against each other or do they compete within their units? ✓

MR. KIRKPATRICK: That is a fundamental point in the regulations which are circulated, because as the regulations are written they are competing against each other and the way the system is working they are competing within their respective Deputies' units. I don't know what the answer is. What is the answer?

25X1A9A MR. [ ]: There has been no determination on it.

MR. KIRKPATRICK: I think when we get these regulations we can join that issue.

25X1A9A MR. [ ]: I would suggest, Dick, that maybe to really flush out all of these problems we should come up with a Reduction in Force regulation, which would be on a standby basis, so we would know what we would have to do if we ever went into a reduction in force.

COLONEL WHITE: I think the chances of a reduction in force in this Agency in the foreseeable future are so remote that it would be a sheer waste of manpower in trying to figure out how we are going to do it. ✓

MR. KIRKPATRICK: I couldn't agree more.

The question that Dick raised was the question of whether--particularly in this promotion regulation--the employees of one Deputy's component are competing against all of their equals in other components or across the Agency, and we have to join that issue when we get to these regulations.

25X1A9A MR. [ ]: The intent of the regulation was to have the Career Services competing among themselves.

MR. KIRKPATRICK: Let's join that issue when we get there.

I have one comment to make on the minutes. I wonder whether the phraseology of the third paragraph on page 2 actually is a correct statement of fact. ✓

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It says [reading]: "Since it is policy in CIA that no numerical or adjectival rating will be computed from Fitness Reports . . ." Is it policy that this not be done or is it simply practice?

25X1A9A

MR.  : General Cabell directed that that be added to the Fitness Report Regulation and it was written into the Regulation--which, by the way, was just distributed today--that it was Agency policy that no numerical or adjectival rating be applied. The Regulation as published contains the words which General Cabell specified. Do you remember that, Red?

COLONEL WHITE: Yes. He made two changes in the final Regulation.

MR. KIRKPATRICK: Very well, then it's policy.

Any other comments on the minutes? [No response.]

Item 2 on the agenda is the Foreign Language Development Program. I gather we have all of the experts here assembled. It was a very good job I thought.

Let's go around the table on this. Red, do you have any comments you want to make?

COLONEL WHITE: I have gone over this pretty carefully with the task force and I think it is a good paper. There are three points I would like to make, very quickly. I assume everybody recognizes that if this policy is adopted we will start paying immediately or as soon as we can conduct the necessary tests, for maintenance of qualifications which have already been acquired; and the pay for effort to attain new qualifications will be a reasonably slow process, it would look like to me. But we will have quite a mass of people who will show up almost at once and say, "I want to be tested, to start drawing my pay"- etc. There are some administrative problems, and additional expense, and space, etc., that will enter into this. I don't think they are insurmountable and I don't think we should defer any action on the principles in this. The third point is that the General Counsel has some reservations about the legality of paying money for this kind of program. We had heard the State Department had this system, but they don't. The General Counsel has drafted a letter to the Comptroller General, which is ready for the Director's signature, and they said before we could implement the pay part of it we will have to get that decision from the Comptroller General. But there are many parts of the program that could go forward whether or not we pay any money. So I think it's a good job and I endorse it as it is now written.

MR. KIRKPATRICK: Dick?

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MR. HELMS: I have one relatively minor point, and a more major one. In the draft of the Regulation, and I refer to the first page, under Tab 2B, paragraph 3.a.--it's worded so generally the way it is at present that that would be a most difficult thing to carry out in its present language--at least it would in the DD/P, with people spread all over the world, and with the whole problem of trying to tie the person's future with a language to be learned, etc. As a matter of fact, I don't know how we even start to do it. It seems to me some work might be done to make that a little more specific and a little more practical.

MR. KIRKPATRICK: I would like to see that responsibility, rather than spread to the three Deputy Directors, levied right on the Director of Training, who is going to be responsible for seeing that the Agency's language demands are met, ultimately, and it could be so phrased that he will be the key person in arriving at the determination, in consultation with the Deputy Directors, and then being the single driving force to ensure that the demands of the Deputy Directors are met. I think one focal point for that is much better than three.

25X1A9A

MR. [ ]: What we are talking about here, irrespective of the people, is pointing up what jobs in each component require languages.

MR. KIRKPATRICK: That is a job for one person.

25X1A9A

MR. [ ]: It seems to me it's the Deputy Directors' command responsibility.

MR. KIRKPATRICK: They can recommend the job requires a language, but, frankly, Von, I think it's going to take an impartial outsider to agree to it.

25X1A9A

MR. [ ]: Of course, the Personnel Office has the responsibility of job qualifications and job requirements.

25X1A9A

MR. [ ]: But there again they work with the components, and it's the components who set up the basic qualifications.

COLONEL WHITE: I wonder, Kirk, if it wouldn't be an almost impossible assignment for the Director of Training, because he can't tell a Deputy Director that he must do this. I think he has to try to do the training the Deputy Director says is necessary.

MR. KIRKPATRICK: That is quite correct, and I don't mean that--I mean that this is determining requirements, and I think that our initial requirements are going to so outmatch our capability of fulfillment that it's going to look like a tremendous task.

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COLONEL WHITE: If you are thinking about the responsibility of putting the bee on the Director of Training to coordinate with the Deputy Director to record what these requirements are in one central place, then that could be done.

25X1A9A MR. [ ]: Yes, because the Director of Training is going to have to go to the Deputy Directors anyhow.

25X1A9A MR. [ ]: On all other matters the Director of Personnel is responsible for job requirements. It seems to me that the Director of Personnel ought to be involved here somehow with the Director of Training, because otherwise that introduces a brand new concept which is basically in conflict with the responsibilities of the Director of Personnel, technically.

MR. KIRKPATRICK: It doesn't make any difference to me, but I think one person can be the focal point.

COLONEL WHITE: The Personnel Office is going to be charged with the Register.

25X1A9A MR. [ ]: They are now charged with the qualifications. What we have here is the qualifications for specific jobs.

25X1A9A MR. [ ]: If the Director of Training and the Chief of Language Training, and so on, would act as consultants or advisors or experts for the Director of Personnel to do this--otherwise I think this would be a sort of parting of the road here. I mean, it would be the first time that any job requirement--

MR. KIRKPATRICK: But have one person--

COLONEL WHITE: It would be acceptable as far as we are concerned to have Personnel--

25X1A9A MR. [ ]: Well, Personnel doesn't really determine the qualifications. They establish the grade of the job based on the qualifications laid down by the operating office.

25X1A9A MR. [ ]: And that is published after coordination with the operating component.

MR. HELMS: The other part is that I just wanted to ask a question: How was the scale of awards arrived at?

25X1A9A MR. [ ]: It was based upon an estimate of the relative difficulty of the various languages.

MR. HELMS: Clyde, what I am trying to ask is not about the scales upward, which I understand, but what made you, for instance, stop at \$800? Why was \$800 chosen rather than \$1,000 or \$600, or any other figure?

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25X1A9A MR. [ ]: It was somewhat arbitrary but not entirely. It was felt that that was a ceiling that would provide adequate incentive and yet would not be too extravagant in relation to the languages which were involved there. I might say that that was done without reference to any other systems, but, as you have seen by the paper here, when we got through and we got information on the other systems, the comparison was not too far off.

COLONEL WHITE: You're speaking of the British and the Russian systems?

25X1A9A MR. [ ] Yes.

MR. KIRKPATRICK: How do we compare with the Russians?

25X1A9A MR. [ ]: I should say not very well.

25X1A9A MR. [ ]: They have 20% of their base pay--

25X1A9A MR. [ ]: Their system is based on a sliding scale rather than on a fee system, which is ours. That is a basic difference. ✓

MR. HELMS: I confess you could monkey around with this for weeks and probably not come out with anything better. I was just interested in what the basis was. I think for what the paper was designed to do and as a basic reply to the problem I think it's all right, but, frankly, I don't think it is going to achieve very much, but that is just a personal reaction.

MR. KIRKPATRICK: Von?

25X1A9A MR. [ ]: I was on the task force. But I share the pessimism, and I think the whole task force does, that the incentive system is not going to give us vast competency.

I was going--if I could--to point out one sentence on page 4 of the Regulation, in paragraph 4.h.(1), which said: "Supervisors are encouraged to permit individuals reasonable opportunity to participate in the program." That might be something that the Council would want to take a stand on as to how far are we going to set forth to the operating people that they should make people available on duty time to learn some of these languages, because if that isn't done--it is not encouraging and not going to be encouraging anywhere in the Agency, unless somebody is willing to wield the stick. ✓

COLONEL WHITE: There is a man that swings pretty heavy on some of us.

25X1A9A MR. [ ]: But you have to swing it all the way down to your divisions before we're going to shake people loose on duty time to study languages. And it hasn't been done yet, although the opportunity has always been here to do it,

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and we've never done it, and unless we do something of that sort now I don't think we are going to get the results the Director is hoping for.

MR. HELMS: Lying at the root of this whole thing is that there certainly are particularly fortunate individuals to whom languages don't come too hard. But most of us have to sweat like hell to learn even a part of a language, let alone this high proficiency to carry on a high level conversation, and part-time on duty work in a language is not going to attain anything like that, at least in my experience. The way to teach people languages is to turn them loose full time, 24 hours a day, and keep them on a belt line until they have it.

25X1A9A MR. [ ]: That is right.

MR. KIRKPATRICK: Von, do you have any other comments?

25X1A9A MR. [ ]: No.

25X1A9A MR. [ ]: The staff study anticipates Career Development Slots for this purpose--six every 6 months. I checked with Clyde to see what that would mean in terms of the number of slots, because the length of time that a person is in a slot times the frequency of selection is the equivalent of the number.

MR. KIRKPATRICK: How many Career Development Slots do we have now?

25X1A9A MR. [ ]: 48 and 33 on the ceiling. The ceiling is set at 33. At present we are over the ceiling. There are 14 persons in Career Development Slots who are at present in full-time language study.

COLONEL WHITE: Does the Regulation provide for that or is that just mentioned in the staff study? The reason I didn't raise that point, and maybe I'm shooting from the hips here, but I am opposed to the whole concept of free slots. We have all got to put five percent of our people in training, and we are just kidding ourselves with these Junior Career Development Slots and Career Development Slots. All in God's world it is is a "free" slot, and I don't think there is any reason at all for tying this Regulation or anything else to the Career Development Slots. They are five times as much trouble to administer as they are worth. We have never yet done anything but rubber stamp everyone that comes up here, and for my money we would be better off to do away with all Career Development Slots.

25X1A9A MR. [ ]: The committee is turning them down--at its last meeting it turned them down because for the first time there were more applicants than slots. So they're being turned down now.

COLONEL WHITE: I picked up that point but I didn't pick it up in the

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Regulation--because I don't believe for a minute that this program should be contingent upon Career Development Slots. We keep people in training and as long as we have Career Development Slots--I'm not saying it isn't appropriate for them to be used for this, but I don't think this program should be dependent upon those Slots.

25X1A9A MR. [ ]: I believe the Committee had in mind the mechanism for selection rather than the slots. We didn't discuss the matter of slots.

MR. KIRKPATRICK: Well, that I think comes under the same subject that Von raised, and that is that it is going to have to be done by command, and that is the only time you are going to have people put in training, with the slots charged against their basic component, is when that comes up.

Bob, any comment on that?

25X1A9A MR. [ ]: The Regulations Control Staff sent a representative over today, since this presumably came out of the Office of Training, and they felt this needed a certain amount of editing, and I agree that the Regulation itself isn't as clear as the discussion.

COLONEL WHITE: I'd like to say, in the interest of saving time, if it's not a question of principle involved, if it's only a question of editing, then I don't think we should bother the Career Council with editorial changes.

25X1A9A MR. [ ]: The principle here is that this was rushed out and it does need editing, and if it is approved here then does it go out as is or does it get massaged a little? For instance, it speaks of "native speakers" here. Well, the other paper defines the "native speakers" but this leaves it open.

MR. KIRKPATRICK: That was one point I was going to raise. That is one point that should be pretty well established, particularly with new employees, so there is no implication the Agency has violated a contract, and if they're hired for their linguistic ability then they must receive a statement: "Your linguistic ability is considered a qualification; therefore, you are not eligible for incentive awards in this regard." Otherwise, you are going to have an awful lot of trouble.

25X1A9A MR. [ ]: I have no quarrel with any of this, really. The one question I did have is on page 5, paragraph 5.b.: "All staff personnel possessing any degree of language competence will take appropriate, scheduled proficiency tests." This would take in everybody in the Agency.

MR. KIRKPATRICK: Isn't that our ultimate objective? Because everybody "claims" they can speak a language, when most of them couldn't even inquire the way to a bus stop.

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25X1A9A MR. [ ]: I'm thinking of everybody who, for instance, took a year of French--

MR. HELMS: Why don't you just make it sensible, and don't bother to bring it back here.

COLONEL WHITE: If the Council and the Director approve the staff study then we can accept responsibility for the Regulation.

MR. KIRKPATRICK: But I do hope we are all in accord with this business that ultimately everybody in the Agency that claims--I don't care if they don't put it on their personnel records that they speak Bulgarian, or what, but if it's on their record then ultimately we will want to know their proficiency by tests, because if you ran a roster today you would find 95% spoke French and 80% spoke German, and the figures are probably closer to 20% and 10%.

Anything else, Bob?

25X1A9A MR. [ ]: No. The only other thing I am naturally interested in is the implications here of additional personnel. [Laughter]

MR. KIRKPATRICK: Larry?

25X1A9A MR. [ ]: I thought it was a real good step in the right direction.

It's not going to cure all evils. I did wonder if it would meet the Director's request to have his people in foreign countries have an intimate knowledge of the language. This, I believe, is going to create "specialists," and since the translators are people who work directly with it--in previous meetings and conversations I understood the Director wanted all people going out to foreign countries to have at least some knowledge of the language, and I don't believe this paper treats that part of it.

MR. KIRKPATRICK: I believe what the Director's real worry is--he goes out to foreign posts and finds the senior people there are very ignorant of the language, and making no effort to learn it. I think that is what he is driving at. And I would be quite surprised, quite frankly, if the Director and General Cabell didn't strengthen some of the command language in this. But I think this is what they asked for and now I think it's up to them to see how strong they want to make it.

25X1A9A MR. [ ]: From reading this it appeared to me this would create good specialists in those particular places that need specialists, and I used translators as an illustration; but I didn't think this would do much for the average chief of station or case officer or senior support man.

MR. KIRKPATRICK: I don't know how you can pick a guy to go out as a chief of station at the grade 14 or 15 level and have him cope with all the administrative,

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operational and executive levels he has, and then spend six or seven months learning a language, and go out and do everything he is supposed to do.

25X1A9A MR. [ ]: I think it's a real good start in the right direction and we should accept it as such.

25X1A9A MR. [ ]: The languages should be learned when they are junior personnel so they will know them when they are chiefs of stations. But only time will cure that problem.

MR. KIRKPATRICK: Vernon, do you have anything to add?

25X1A9A MR. [ ]: No.

MR. KIRKPATRICK: I move the Council accept the staff study and turn the Regulation over to the Office of Training and Office of Personnel to finish the processing with the Regulations Control Staff, without returning it to this Council.

. . . This motion was then seconded and passed . . .

. . . Off the record . . .

MR. KIRKPATRICK: The Council moves a vote of appreciation to the members of the Task Force, and in forwarding the staff study and Regulation to the Director recommends that the members of the Task Force be mentioned by name, and state the view that the Career Council considered its work well done. All those in favor, say "aye." Motion carried.

. . . Members of the ad hoc committee on the Foreign Language Development Program then retired from the meeting . . .

MR. KIRKPATRICK: Any new business before we take up item 3 on the agenda?

25X1A9A MR. [ ]: I have a couple of things, but I'd like to know just exactly what action you want on this other item, and who is responsible?

COLONEL WHITE: Well, I believe that although it is a Career Council action probably I should take it from the Career Council and present it to the Director advising him that the Career Council approved it, because I was the guy that got the last lick.

25X1A9A MR. [ ]: And then the preparation and coordination of the Regulation-- we have only two procedures, and one is a shortcut where the Council approves and it is printed that way.

MR. KIRKPATRICK: I think what we have directed is that the Regulations

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Control Staff will now process it for accuracy of language, etc.

COLONEL WHITE: If the Director approves this, in order to get some speed--  
it will take about 30 days to get this back from the Comptroller General--

25X1A9A MR. [ ]: And it will take them 30 days to fix up that Regulation, too.

COLONEL WHITE: Well, we will give it the short treatment.

25X1A9A MR. [ ] And you will determine what coordination it will get?

COLONEL WHITE: Just as of right now I would suggest that rather than put  
it through the full mill we coordinate it with the Task Force itself, if there is no  
objection to that, Bob? or Dick?

25X1A9A . . . Messrs. Helms and [ ] indicated in the negative . . .

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MR. KIRKPATRICK: Any other new business, Mr. [ ]

25X1A9A

25X1A9A

MR. [ ]: Yes.

May I read this paper? It has to do with the election of status or category by reservists as to whether they are going to be in the standby reserve, the active reserve, or deferred from active duty. We have a deadline of 1 March, which General Cabell has established with Secretary Wilson, to inform the Department of Defense what category our roughly [ ] military reservists will be in. 25X9

MR. KIRKPATRICK: How does that affect the Career Council?

25X1A9A

MR. [ ]: The Career Council approved the Notice on which this is being based.

MR. KIRKPATRICK: I answered that about a month ago. It's being circulated.

25X1A9A

MR. [ ]: The returns are not coming in fast enough to meet the deadline, so the only way that any of us know how to speed up the process is for the three Deputies--

MR. KIRKPATRICK: I have a better suggestion. Why doesn't the Acting Director of Personnel raise that subject at the Senior Staff Meeting next Monday, and tell all the component chiefs--

COLONEL WHITE: I don't think it's a Career Council matter. We can get that on our agenda for next Monday. Turn it over to me.

. . . Off the record . . .

x MR. KIRKPATRICK: Now we will go to item 3 of the agenda. Who is going to defend these Regulations? You, Vernon? And do you want to defend them in toto? Why do we have to have them? Why do we have to make this change?

25X1A9A

MR. [ ]: The first memo is a procedure to provide compliance with a Regulation now in existence which requires the identification of all positions by Career Service.

MR. HEIMS: Did this Council pass such a Regulation? We all must have been out to lunch that day.

25X1A9A

MR. [ ]: The Council discussed in detail this paper which went to the Director, and the Director signed it. And these Regulations are an attempt to put into effect the promotion policy which the Director signed. 25X1A9A

You will remember, Dick, after this discussion--and [ ] was present at the meeting--you said if this was the best way the experts can plan this, that you believed we should give it a try.

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MR. HELMS: I'm not questioning the fact we passed on it, but it's just this one point in it that has me disturbed, and as far as I am concerned I'd like to go to the heart of the matter. I don't quite understand the business about putting specific symbols beside every job on the T/O.

MR. KIRKPATRICK: Me either. What do you accomplish by it?

25X1A9A MR. [ ]: It's a bookkeeping mechanism.

MR. KIRKPATRICK: It's a waste of time and money.

25X1A9A MR. [ ]: I believe it will allow for easy administration at lower levels and fewer questions will come up about responsibility for the positions, etc. In DD/P, for example, you might have one Career Service for this purpose, and you might identify people by "FI" or "PP"--

MR. HELMS: I assure you this is the way we are going to do it: classify them all "D" or something.

MR. KIRKPATRICK: What you would do basically, Dick, would be to subvert the system to make it simpler. That is why I think this is a useless exercise.

25X1A9A MR. [ ]: No, I don't believe so.

MR. HELMS: If you want to divide between the three offices on the T/O, that is fine, and say "These six jobs Red White is responsible for filling" and "These seven jobs Dick Helms is responsible for"--if that is all that is involved then it is manageable.

25X1A9A MR. [ ]: That is right. But the foreign divisions have Logistics people on their T/O.

MR. HELMS: That could be handled. But this doesn't say that.

MR. KIRKPATRICK: And I not only don't think it doesn't say that but, even my lawyers say it doesn't say that!

25X1A9A MR. [ ]: That is what I understood it said, and I believe it is essential, because to start with you say Logistics takes all people with an "SI" designation, and then to compute their total grade authorization you have to find out which jobs they have, also. You have to identify the jobs as well as people. That is basic to your system.

25X1A9A MR. [ ]: We know of no other way that we could effect competitive promotion, which is also involved very much with assignment. And this, in addition to identifying the DD/S positions on the DD/P T/O, for example, it gives to DD/P the leeway of further identifying DD/P jobs, if that is presented.

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MR. HELMS: But my point is this: for internal bookkeeping purposes in the DD/S you could break the ones allocated to DD/S down any way you liked, and the same inside DD/P, from time to time, but I can't imagine any T/O that would make less sense than one of these long "screaming wonders" that the Divisions put out in DD/P, with these various jobs--"This is I" "This is P" "This is TSS"--absolute madness would reign.

MR. KIRKPATRICK: We are binding ourselves into a system that would be too tight, and we won't like it. I think this is simply tying the thing up tighter and tighter, until we get into something that is absolutely unworkable. Quite honestly, I just don't see the purpose in these.

Let me point out just a few drafting items. Take paragraph 2.c.(1): "The individual is the only qualified person available for a position which must be filled immediately because of operational needs." What about the DD/I? Doesn't he have needs, too?

25X1A9A MR. [ ]: We interpret "Operation" very broadly.

MR. KIRKPATRICK: That is one of the troubles with our Regulations, quite honestly. We use "operational" in one sense in one regulation and in a different sense in another regulation.

Paragraph 2.b.: "All detailed military personnel will be assigned to a regularly established position." How does that jibe with Regulation [ ] 25X1

25X1A9A MR. [ ]: That will have to be revised.

MR. KIRKPATRICK: Then take paragraph 4.a. - the operating officials. Sub-  
25X1 paragraph (1) is covered under R [ ] and subparagraph (2) under R [ ] And to 25X1  
my mind this fouls up the regulatory system on personnel more than anything I have  
ever seen; and the same applies to its counterpart on promotions.

25X1A9A MR. [ ]: I would like to add that these two regulations attached to this memo are not attached for approval of publication.

MR. KIRKPATRICK: I read the request that they be agreed to by the Council but that the step that the Personnel Office wants to take is to list these jobs with their appropriate Career Service designations, and let that proceed first, but I don't care if we attack the hen or the egg first. Take the [ ] Mission, where 25X1A6A  
you have all three intertwined, intermixed, and some of each. I can't see a practical solution comes out by labelling them by Commo, Logistics, FI or PP.

25X1A9A MR. [ ]: In order to effect this competitive promotion it will be

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necessary to establish specific numbers of position authorizations by grade within each controlling Career Service, and in order to mechanically accomplish that we feel the positions must be identified.

COLONEL WHITE: I am probably the fly in the ointment in that I have probably the most difficult problem in trying to implement the "best qualified" system--which I firmly believe in--and provide flexibility by assignment of higher graded people to lower grades, and as far as I am personally concerned, I'd like to make it as simple as we can.

MR. HEIMS: Would it satisfy your requirement, Red, if we were to compromise here and indicate on a Table of Organization those jobs which are to be filled by you, which ones by Amory, and which ones by DD/P, and then you could run your own records--

MR. KIRKPATRICK: Why not in round numbers?

25X1A9A MR. : You have to know which job it is.

MR. KIRKPATRICK: It has gotten so iron tight and there's so much paper work involved we're going to choke on it one of these days.

COLONEL WHITE: Kirk, what we have to do--this may be too complicated, and I'm not saying it isn't, but leaving aside the Regulation for a minute, I can't administer a system like this myself. As distinguished from some of the others, I have a Budget-Finance Career Service, Security Career Service, Logistics, and all the rest of them, and those people have to know what positions they are expected to keep filled. Take Logistics, for instance, they have to know where their Logistics officers are in the Far East, for example, when their tour of duty expires, and what grade, so they can start planning eight or ten months before the man returns, so they can have a replacement ready to go out and absorb the guy who is coming back. Now the simplest system we can get to serve that principle, is fine with me.

MR. KIRKPATRICK: And that would be fine with me, but I don't think THIS is the simplest system and I don't want to tie up everybody's time arguing about this. But until I am convinced this is the simplest and least expensive system we can put into effect to accomplish what we want, I am just not going to go along with it--I mean purely aside from the editing of this Regulation, which in this stage leaves a lot to be desired, because I am just NOT convinced that we have to go through this exercise of running your  jobs and giving them all new job 25X9A2 designations which affect every one of your personnel actions.

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25X1A9A MR. [ ]: We believe that one of the most difficult jobs facing the Career Service today is the identification of positions and people for whom a board or panel is responsible, and many people are dropping out through the holes in the sieve at this time, although there has been a great deal of improvement. There is a move to change the Administration Career Service, and also a recommendation to slightly amend the DD/P Career Service.

MR. KIRKPATRICK: And you're going to get these all identified and then the DD/I will decide he doesn't want five Career Services. I just don't think we've settled down enough yet. And ultimately the DD/S might decide he wants a Support Career Service, period.

25X1A9A MR. [ ]: The real key is competitive promotions. We don't know at this time how we can determine position authorizations by grade and Career Service unless we use the number of positions.

MR. KIRKPATRICK: Let me ask you this question, are we anywhere near to competitive promotions today? It's purely within individual components, isn't it?

25X1A9A MR. [ ]: Yes, sir. There is competitive promotion in DD/P at the higher grades, the 14's and above, and competitive promotion has been initiated now in the Administration Career Service. It may not be a perfect system, but at least it's a system.

MR. KIRKPATRICK: I am all in favor of competitive promotions, but I am also in favor of a "one Agency system," particularly if we are going to have lateral movement. Now lateral movement is completely stopped at the higher levels for several reasons, and one of them is different promotion criteria across the board, and it will never open up until there is competitive promotion and until the three deputies agree that those in the supergrade category, outside of the specialists, are generally qualified for jobs across the Agency. But I don't think you can use as an argument for putting this into effect at the moment, that it is needed in order to break loose the competitive promotion, because I don't think we have general acceptance of competitive promotion.

COLONEL WHITE: For instance, I am holding up a whole flock of promotions at grade GS-15 on the Support side of the house because I don't know, first of all, whether or not there are any vacancies; and, secondly, if there is a vacancy I don't know which man is the best qualified. Now any system we can develop which will answer those questions for me, is fine. I think we are all in agreement we need some

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system to serve this principle of "the best qualified man"--otherwise the promotion and assignment policy is meaningless. Maybe we can take another look at it and find something simpler.

25X1A9A MR. [ ]: We fully believe this will reduce the work now required by the Career Service Boards. It does put the burden of the initial job on the Office of Personnel.

MR. KIRKPATRICK: Well, I have probably devoted--when did we get this? Last Thursday? I would guess I have devoted a full day of my time, personally, trying to figure out what was meant here and how we were going to get at it, as well as the time of a couple of members of my staff to see if they could come up with an answer, and I would admit to any degree of intellectual capacity you would charge me with but I just don't understand it.

25X1A9A MR. [ ]: I could make a suggestion but I hesitate to make it because  
25X1A9A [ ] may regret it, and I would regret it a lot more, but we solved it a long time ago, and when you are the only one in step you better watch out. All of the jobs in the world which Commo fills are posted to Commo--they are on our T/O's, our card index, or anything you want to apply it to. We don't need an "S" beside it, because we own them. When FE has a job to do they give us a job requirement. We don't go up and argue with them, we take it like a contractor does, really. We take a job requirement, we set up the jobs, do the job, and either get commended or condemned for it as an office, but it is done on a functional basis. And I honestly and sincerely believe that is the only solution for the whole Agency.

MR. KIRKPATRICK: Well, I'd like to move, if the Council wills, that we table this one to the next meeting, and in the meantime I will try to get a clearer understanding of it from the Personnel Office. And I'd also like to take a closer look at what Commo has done.

MR. HELMS: Second.

25X1A9A MR. [ ]: Shall we have a meeting next week with a presentation on this? We have another meeting scheduled for the first of March.

COLONEL WHITE: I'd like to get together with you and Vernon on this thing myself before we commit ourselves to a date. Could we do that?

MR. KIRKPATRICK: I am sorry to be a roadblock on this, Red, but I have prayed over it and the light hasn't shown.

25X1A9A MR. [ ]: Like you, I devoted a day to it and showed it to some of my

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people and we haven't quite been able to see how it affected the Office of Training, particularly where we are rotating people in and out to operational assignments and we're getting people from DD/P--

25X1A9A MR. [ ]: It wouldn't affect them at all. That would still go on.

25X1A9A MR. [ ]: Well, it depends on what you come up with on this Career Service authorization--

MR. HELMS: If that is your authority [indicating memo re Revised Personnel Promotion and Assignment Policies, dated 15 November 1955, signed by the DCI], and that is what requires this, then I am perfectly willing to put in writing that I didn't know what I had passed.

25X1A9A MR. [ ]: This Council did have a presentation for an hour and a half on this subject, with this paper on the agenda. It went to Mr. Dulles on the 15th of November with the hearty recommendation of this Council, and he approved it. Now, we have since then done our best to try and come up with a mechanism which will put into effect the system which the Council said it wanted, and which Mr. Dulles approved. This was our best effort so far.

MR. KIRKPATRICK: I am not deprecating your effort, but I don't believe this is the answer.

Any other new business? If not, the meeting stands adjourned.

. . . The meeting adjourned at 4:50 p.m. . . .

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